

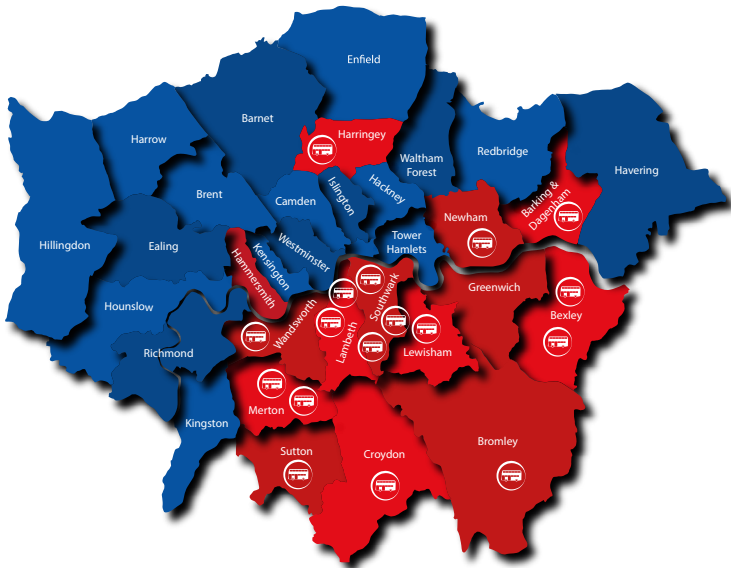
Focused on partnership



Go-Ahead London
Sustainability Report 2017

ABOUT US

The majority of Go-Ahead London buses operate route contracts on behalf of Transport for London, with contracts being awarded for five or seven years via a rolling tendering programme. We presently operate 196 routes across most parts of London, of which 27 are school routes which have their own route number and 32 are night services. As well as being the largest bus operator in London with over 24% of the market, we are also the largest operator of rail replacement bus services and work for Southern, Southeastern and Govia Thameslink Railway. We also operate a small number of bus services on behalf of Surrey and Essex County Councils, a major construction company and a national supermarket.



In this report

- 2 **Managing Director's message**
- 4 **Our approach**
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- 8 **Customers**
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Our reporting structure

We are committed to operating our buses in a way which helps to put our services at the heart of the communities they serve. This report is split into four sections:



Society

To run our company in a safe, socially and environmentally responsible manner.
page 6



Customers

To provide high quality, locally focused passenger transport services.
page 8



Our people


To be a leading employer in the transport sector.
page 10



Finance

To run our business with strong financial discipline.
page 12

Follow us on social media:

 @Go_Ahead_london
#GoodGALbusdriver

For more information, visit our website:

www.goaheadlondon.com

We're part of The
Go-Ahead
Group



MANAGING DIRECTOR'S MESSAGE

“Waterloo garage has undergone a successful transformation and is now the first garage in London to operate with a fully electric fleet of buses. This was a major project and one which I am extremely proud to be part of as we pave the way in the Mayor’s mission to reduce carbon emissions in our great city.”

John Trayner
Managing Director



Welcome to our twelfth annual sustainability report.

The last 12 months have seen challenges which we have faced head on and in conjunction with the company’s vision. Despite some hardships, we continue to take care of our customers’ changing needs, today, tomorrow and always.

The successful opening of our new garage in River Road, Barking is an example of achieving this. The ability to operate more routes from this location means we are able to house more buses and operate more routes in the surrounding area. Our recent tender win of route 147 is running successfully from our River Road garage and the completion of the new iBus hub allows us to run our services to the expectations and needs of our customers. Our fully qualified and hardworking team of controllers and fully dedicated driving team work together and take responsibility for their roles. ‘Building relationships and working as one team’ has allowed us to achieve this and I anticipate further success throughout the

entire company while each colleague takes on their own responsibility to measure up to ‘our values’.

Waterloo garage has undergone a successful transformation and is now the first garage in London to operate with a fully electric fleet of buses. This was a major project and one which I am extremely proud to be part of as we pave the way in the Mayor’s mission to reduce carbon emissions in our great city. This conversion to improving air quality came with great pleasure as Go-Ahead London won the Sustainable Transport category at the National Corporate Sustainability and Responsibility Awards in May 2017. The judges described the Waterloo project as having “delivered real health benefits for all and sets the benchmark for future schemes”.

This accolade comes a couple of months after our success at the London Transport Awards, where Waterloo collected the Contribution to Sustainable Transport Award which I am extremely proud of and which couldn’t have been achieved without a can-do attitude and forward looking approach.

I thank all colleagues for their efforts and hard work in making these achievements possible.

Our dedicated team of drivers who remain the face of the company continue to carry out their duties well. Transport for London's 'Hello London' customer services course is receiving some positive feedback from drivers and this is reflected in the rising number of customer commendations and positive feedback from passengers, many of which can be found on our company Twitter account @Go_Ahead_London using hashtag #GoodGALbusdriver.

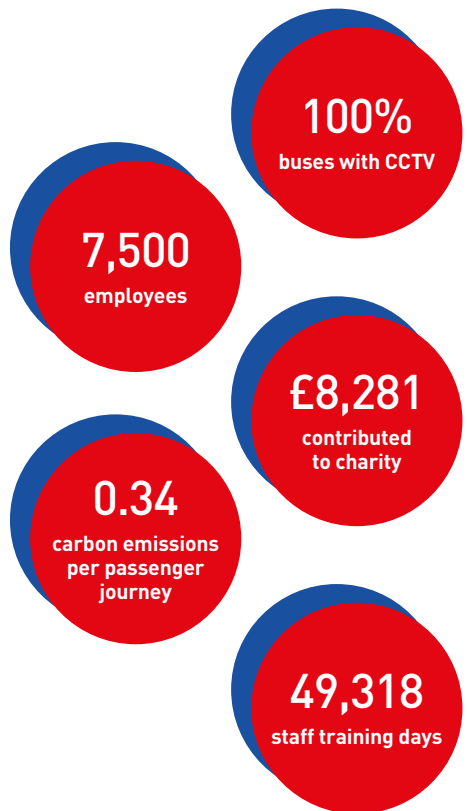
Following on, Belvedere driver Dean Golding became the worthy winner of the coveted Top London Bus Driver award at the 2016 UK Bus Awards held on 23 November. Dean, who has been in the bus industry for over 20 years, has been a valuable member of the team for over a decade and is described by his managers as 'an intelligent and conscientious worker with

high driving standards and excellent customer service skills.' Dean is a great example of a colleague whose positivity and good skills are rewarded with a recognised accolade in the transport business.

I look forward to another year of our colleagues striving to commit to the company's Vision & Values and I thank all of them for their outstanding achievements during the last 12 months.

2017 highlights

- Waterloo electric bus conversion won the contribution to sustainable transport at the National Transport Awards
- GAL continues to be London's biggest bus operator
- £4,000 raised for registered charity 'Missing People'
- Dean Golding wins Top London Bus Driver at the UK Bus Awards



OUR APPROACH

Our vision and values

Over the last 12 months, Go-Ahead London has continued to focus on our Vision and Values and our management teams have encouraged colleagues to live and breathe this new approach.

Our vision

We'll take care of our customers' changing needs today, tomorrow and always.

Today we strive to provide a reliable service that people can trust.

Tomorrow we will help create a London where every journey is taken care of.

Always being London's Bus Operator of choice.

Our values

Respecting each other and taking personal responsibility.

Being can-do people who are open and approachable.

Building relationships and working as one team.

Being forward looking and adaptable.



1

Our people

Colleagues who make an outstanding contribution by going above and beyond the call of duty celebrate achievements at The London Bus Awards.

2

Customers

We continue to encourage our drivers to carry out their daily tasks to the level our customers deserve. Feedback from those who use our services helps us to identify areas which require improvement, and we also accept praise.

3

Stakeholder events

We work closely with our community and council stakeholders to build strong relationships and encourage our customers to use public transport.

4

Society

Charity football event organiser Scott Horney has for 10 years been raising money for Cancer Research, St. George's Hospital's neonatal unit and the A-T Society and hopes to reach £40,000 next year.

5

Leadership

Developing the Company's current and future leaders.

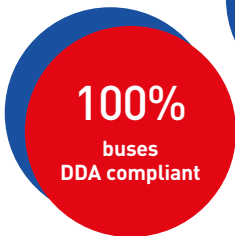
Go-Ahead London serves just under 25% of the market in London which comes with great responsibility. With challenges along the way, we continue to remain a people based organisation with a strong emphasis on customer service. Our fund-raising activities also remain prominent particularly registered charity Missing People, which we have been partnered with since 2016.

SOCIETY

Go-Ahead London remains a giving organisation with many colleagues giving their own time to raise money for a variety of charities, with extra financial support from the business.



Key highlights



Charity football event organiser Scott Horney from Merton garage continues to raise funds for Cancer Research and St George's Hospital's neonatal unit and the A-T (Ataxia-Telangiectasia) Society, which supports people with the disabling condition. In June 2016, four teams from Merton, Sutton, Orpington and Crawley played a friendly football match, raising £500 for Cancer Research.

Further matches were organised by Scott in September which raised money for premature babies at St George's Hospital. He has been supporting these organisations for 10 years and has made the substantial sum of £38,000 to date. Scott has shown utmost respect for the colleagues who have supported him throughout his fundraising activities and has been both open and approachable, which no doubt is part of the key to his fund-raising success.

New Cross bus garage were on hand to support children with special needs by arranging a garage visit. The delightful children from Drumbeat School in Downham



“I can honestly say it was one of the best events I have had the opportunity to work at. I had some really lovely conversations with people who were interested in finding out more about us and how they could help.”

Josie Allan

Missing People's Regional Manager

were given the opportunity to ride on an open top bus and an old Routemaster. Driving through the bus wash was a firm favourite with the children; so much that they asked to ride through it again. Both pupils and teachers had a fantastic time at the garage and our approachable colleagues worked as one team to make the day all the more special for their visitors.

Stockwell bus garage celebrated 160 years of London General in October 2016. The communications department organised an Open Day at the garage which took months of preparation. The event included over 25 stalls selling a variety of bus memorabilia, an extensive modern and vintage bus display, vintage bus trips through London and a special and extremely rare ride on a horse drawn bus.

The event was in support of a very deserving worthwhile charity which Go-Ahead London has partnered with, Missing People. Josie Allan, Missing People's Regional Manager South of England, attended the open day and said: “I can honestly say it was one of the best events I have had the opportunity to work at. I had some really lovely conversations with people who were interested in finding out more about us and how they could help.”

The open day was attended by a number of generous visitors who took full advantage of the experiences on offer which included face painting and a bouncy castle for the kids and even snake handling and lizard education from our special guest Lucas Rudge of Reptile Events.

An impressive £4,000 was raised for Missing People and we would like to thank all those in attendance for helping us to financially support such a worthy charity.

Since partnering with Missing People, we have built a relationship with them by being in regular contact and helping to spread the word of missing locals via our digital signage screens at garages and retweets on the company Twitter account, @Go_Ahead_London.



Go-Ahead London colleagues celebrate with Missing People charity, having raised £4,000 at the Stockwell bus garage open day.

CUSTOMERS

Comfort, reliability and good customer service – the main expectations of our customers, which we as a company work tirelessly to fulfil and maintain.

Key highlights

462m

passenger
journeys

120

miles travelled
on a single battery
charge

3,400

drivers attended
'Hello London'
training

2

Waterloo routes
fully electric
with zero
emissions

3

winners at
the London Bus
Awards

With Waterloo garage now operating with a fully electric fleet of new BYD buses, our aim to improve air quality in London, in line with the Mayor, has officially begun and this continues with a trial at New Cross of the zero-emission Metrodecker EV which is manufactured by Optare and is the first British-built electric bus.

Go-Ahead London is the first bus operator to trial this bus. On a single battery charge, the vehicle can currently travel up to 120 miles. We are aiming to replace older buses with some of the most environmentally friendly vehicles in the world; this is our commitment to the environment and our passengers.

The electric bus project at Waterloo was recognised when the company received the Contribution to Sustainable Transport award at the London Transport awards. Both routes 507 and 521 are now using an all-electric fleet with zero emissions, thus reducing pollution levels across London, therefore respecting our customers and taking personal responsibility for the reduction in the current air quality issue.





The importance of retaining routes is vital. Despite some hardships and competitive tender bids, some resulting in route losses, we have still managed to retain and secure a number of new five year contracts; an example being routes EL1 and EL2 from our River Road garage in Barking. The routes now operate with new Routemasters, offering further comfort for our customers as they provide a smoother and quieter journey. We also won Route EL3 which replaces the former route 387, which is great news. We intend to provide a reliable service that our customers can trust.

Customer service has been prominent in the last 12 months and as we undergo the Hello London course, a new interactive customer experience training programme which started in June 2016 for all 25,000 bus drivers in London, we see further changes in behaviours and increases in positive feedback from our passengers. The company Twitter account shares positive quotes from customers under the hashtag #GoodGALbusdriver which is a place where our drivers can see that they are appreciated for the hard work which they carry out on a daily basis.

This positivity and appreciation were reflected further at the 2016 UK Bus Awards where Belvedere driver Dean Golding was the winner of the Top London Bus Driver Award, a significant achievement. Dean, who has a 20 year history in the bus industry, said: "I was in shock for ages, I didn't expect it at all. It was great just to be there but to win was a massive bonus."

London's population continues to rise and with the increase in people comes an increase in passenger journeys. Therefore, it is of prime importance that we continue to reflect our Vision:

"I was in shock for ages, I didn't expect it at all. It was great just to be there but to win was a massive bonus."

Dean Golding

Winner of the Top London Bus Award



Belvedere driver Dean Golding wins Top London Bus Driver at the UK Bus Awards.

OUR PEOPLE

To help build on our success in the workplace, colleagues have attended a Vision and Values workshop, concentrating on behaviours and attitudes and the company's objectives. Senior management set out the Vision and Values which we encourage all colleagues to aspire to.



Our Vision is focused on the future and our values are intended for all colleagues to aspire to in the workplace.

Go-Ahead London has over 6,500 bus drivers and more than 1,000 office based staff, including administrators, supervisors, managers and directors working in garages, and at our head office in Merton. The emphasis on working as one team has become a prominent focus in line with our Values.

Throughout the business, we have a number of varying departments including bus drivers, engineering, performance, operating, risk, payroll, HR, communications, schedules, and commercial, to name but a few. Whilst each department has its own individual timescales to reach and tasks to complete, the importance of building relationships with colleagues in different roles could not be more important as each colleague strives to further aspire to our Values.

Colleagues are always reminded of this as our employee portal has undergone a revamp which features a Vision and Values page, as well as all other important information including duty cards and route records, vacancies, payslips, MD feedback and MyMix Telematics data.

Showing appreciation of our drivers with a good record and fuel efficient driving, our annual Eco driving competition, sponsored by Volvo and Mix Telematics, took place again at the Vision Motorsport circuit in Oxfordshire. Managing Director John Trayner carefully selected 20 driver of the month winners for the chance to get behind the wheel and test drive five supercars, experience an aerial atom ride and finally partake in rally driving



to win a brand new fuel efficient car. The 2016 event was won by Pawel Ochocki from New Cross garage, proving a can-do approach and being rewarded as such.

It is also a great pleasure to announce that Merton's Stephen Appiah came a very credible second in the category for best London Bus Driver and was also highest placed Go-Ahead London bus driver out of four at the 50th UK Bus Driver of the Year competition which took place on 3 and 4 September. The other three Go-Ahead London bus drivers who took part were Barry Thorne from Orpington, Abdul Rouf from Silvertown and Raj Viswanathan from Croydon, who all did very well in a number of the tests.

As we continue to focus on morale and make working for Go-Ahead London a better experience, the results of our second employee engagement survey show improvements over last year in almost all areas. There was also an increase in the number of employees choosing to participate in the survey. Increases in satisfaction included recommending Go-Ahead London as a good place to work; satisfaction with the amount of face-to-face time had with managers and recognition for doing a good job. Whilst there is also room for improvement in other areas which we need to concentrate on, overall we are pleased with the results.

Without our people, Go-Ahead London would not be the biggest and best bus operator in our great city.

Awards

London Bus Awards 2017

The 2017 London Bus Awards took place at the London Transport Museum on July 13. We won three awards as well as a runner up prize.

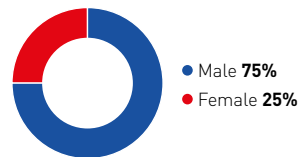
Jayden McGuigan from Sutton garage received the award for Outstanding Newcomer.

Paul Edwards-Moss from Mandela Way garage received the award for Safety Champion.

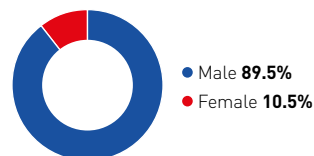
Engineering Director Richard Harrington and former General Manager of Operations and Waterloo garage Pat Mahon received the award for Environmental Campaign Champion.

Fitzgerald Davis from New Cross garage was nominated in the category for Going Above and Beyond and won 2nd place.

Senior Management



All employees



FINANCE



This year we have invested £63.8m in new and refurbished buses, which is an 85% increase on last year. This has resulted in a 4.1% increase in fuel efficiency.

Each one of the 462 million journeys taken on our services every year is important to us. During the year, Go-Ahead London made a direct contribution to the economy by providing people with a convenient way to get to work, shops, key services and leisure activities every day.

We connect communities and support local businesses, which plays a part in strengthening the UK economy. We directly

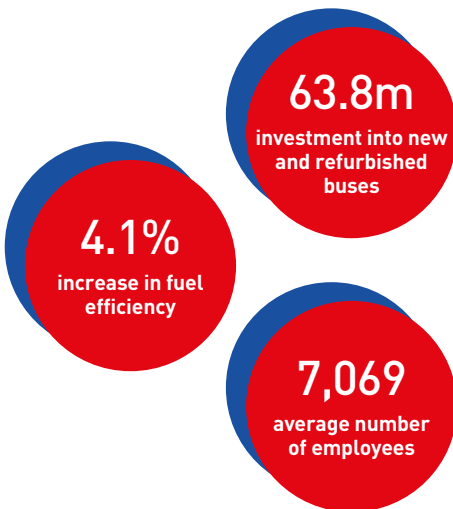
employ 7,069 people in the London area and value our staff, investing in our people through training, development and engineering apprenticeships, creating supportive inclusive workplaces.

Working with our communities

Working collaboratively with key stakeholders such as local authorities, industry partners and suppliers, we contribute to economic growth through partnering with local community groups.

We measure our community activity through the London Benchmarking Group (LBC), the global leading framework for community investment. This helps us get a better understanding of how our contributions and donations, our work with partners, and employee's volunteering activity benefit the local community.

Key highlights



Engaging with our suppliers

We realise the importance of partnering with suppliers who align their work with our values as this supports efficient delivery of our services. We rely on suppliers to take a partnership approach in working together to jointly deliver the best service possible.

Our ethical procurement approach is embedded in our supply chain procurement and management processes. We take into account ethical as well as commercial and technical factors when considering which suppliers to partner with, and we encourage our suppliers to adhere to similar high standards of corporate responsibility.

We are also working closely with Transport for London on low emissions by converting buses to meet the standard required for new low emission zones.

KEY DATA: GO-AHEAD LONDON

	2016/17	2015/16	2014/15
SOCIETY			
Safety			
Bus accidents per million miles	72	71	64
Fleet with CCTV (%) ⁺	100	100	97.7
Number of reported crimes ⁺	1120	675	791
Environment			
Carbon emissions per passenger journey (kg)	0.34	0.36	0.35
Community			
Community spend per employee (£)	1.17	3.50	2.46
Stakeholder events (number)	34	29	43
CUSTOMERS			
Regulated/London excess bus waiting time (mins)	1.04	1.22	1.21
Expenditure on new buses in financial year (£'000) ⁺	63.8	34.4	11.9
Average age of bus fleet [*]	6.6	7.1	7.0
Accessibility			
Bus fleet which is DDA compliant (%) [*]	99.1	100	97.8
OUR PEOPLE			
Average number of employees ⁺	7,069	7,010	6,837
RIDDOR accidents per 100 employees ⁺	0.32	0.41	0.5
Employee turnover rate (%) ⁺	14.2	16.0	14.3
Absenteeism rate (%) ⁺	3.6	3.4	3.7
Training spend per employee (£)	1.2	1.10	1.05
Diversity			
% of female employees	10.8	10.7	10.5
% of Asian, black and other ethnic group employees	49.9	51.8	50.8
FINANCE			
Passenger volume growth (%)	(3.2)	(0.4)	(1.2)


Key

+ For the reporting period

* As at the reporting period end

RIDDOR – Reporting of injuries, diseases and dangerous occurrences regulations at workplaces

DDA – Disability Discrimination Act

 For information on the full Group data, please visit our corporate website www.go-ahead.com

More information

You can find out more about Go-Ahead London by visiting our website www.goaheadlondon.com and more information on how Go-Ahead London manages sustainability can be found by visiting www.go-ahead.com/sustainability

If you have any comments, views or ideas on how we might improve, or have any thoughts on other issues that we should address in this report, please write to:

Sheldon Malcolm, Communications Manager

No. 18 Merton High Street

London

SW19 1DN

Tel: 020 8545 6104

Email: sheldon.malcolm@goaheadlondon.com

Summary Verification Statement from Bureau Veritas UK Ltd

Bureau Veritas UK Ltd (Bureau Veritas) has provided verification for The Go-Ahead Group plc. (Go-Ahead) of selected sustainability Key Performance Indicators (KPI) data contained within the Group's Annual Report. The information and data reviewed in this verification process covered the period 3 July 2016 to 1 July 2017.

The full verification statement including Bureau Veritas' verification opinion, methodology, areas of good practice, recommendations and a statement of independence and impartiality can be found on the Go-Ahead Group website:

www.go-ahead.com/sustainability

Produced by The Go-Ahead Group and designed by Black Sun plc



Bureau Veritas UK Ltd
September 2017

We're part of The
Go-Ahead
Group